

APPENDIX I – PLANNING GRANT APPLICATION FORM

Applicant (Agency & address – including zip)		Proposed Date of Completion: December 31, 2013
		Grant Amount Requested: \$2 million
Southern California Association of Governments 818 W. Seventh Street Los Angeles, CA 90017 (213) 236-9689	City	If Joint Proposal, list participating entities/Contact person:
	County	
	MPO X	
	COG	
	RTPA	
	JPA	
	Joint Proposal	
Lead Applicant's Name: Southern California Association of Governments		
Title of Proposal: Sustainable Communities Planning Grant and Incentives Program		
Applicant's Representative Authorized in Resolution: Name: Hasan Ikhata Title: Executive Director Phone: (213) 236-1944 Email: IKHARATA@scag.ca.gov		Person with Day to Day Responsibility for Plan (if different from Authorized Representative) Name: Huasha Liu Title: Director of Land Use and Environmental Planning Phone: (213) 236-1838 Email: LIU@scag.ca.gov
Check all of the following that are incorporated or applicable to the proposal:		
Focus Area		Program Objectives
	Focus Area #1	Applying for 20% EDC set aside
X	Focus Area #2	
	Focus Area #3	
Eligibility Requirements (mandatory)		X Improve air and water quality
X	Consistent with State Planning Priorities	X Promote public health
X	Reduces GHG emissions on a permanent basis	X Promote equality
X	Collaboration requirement	X Increase affordable housing
Priority Consideration		X Increase infill and compact development
X	Demonstrates collaboration & community involvement	X Revitalize urban and community centers
X	Addresses climate change impacts	X Protect natural resources and agricultural lands
X	Serves as best practices	X Reduce automobile usage and fuel consumption
X	Leverages additional resources	X Improve infrastructure systems
X	Serves as economically disadvantaged community	X Promote water conservation
X	Serves severely disadvantaged community	X Promote energy efficiency and conservation
I certify that the information contained in the plan application, including required attachments, is complete and accurate		
Signature: _____ Date: _____		
Print Name and Title:		

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

Sustainable Communities Planning Grant and Incentives Program

SUMMARY AND INTRODUCTION

SB 375 provides an opportunity to establish a new planning framework designed to create more efficient land use patterns such as transit oriented developments (TODs), infill developments, revitalization of urban and community centers, and compact communities. By encouraging these types of development patterns, commute times will be shortened, more convenient transportation options would be available, and air quality benefits, such as the reduction of greenhouse gases and other pollutants, would be realized. The core objectives related to land use and transportation efficiency lead to a broader range of regional benefits associated with SCAG's planning activities. These benefits, consistent with the Strategic Growth Council's objectives, will be accrued in water conservation and improved water quality, increasing the supply of affordable housing, revitalizing urban centers, and improving public health, as further discussed under each task description included in the Scope of Work (SOW).

This approach is consistent with SCAG's on-going and evolving planning work, which is described in greater detail in the "Organizational Capacity" discussion included in the SOW. The activities will expand on SCAG's mandated regional plans, including the Regional Transportation Plan, Regional Housing Needs Assessment, Program Environmental Impact Report and others, to provide greater synergy and integration. These activities are further reinforced by a set of performance objectives and measurements described in detail in Attachment J.

SCAG has developed four tasks for this proposal, which are designed to address the core challenges of implementing SB 375. Each of the tasks, described in detail in the SOW, is reflective of coordinated and synergistic efforts between the major Metropolitan Planning Organizations (MPOs) and provides multiple opportunities for collaboration between the MPOs themselves and their respective cities. These tasks are to be viewed as four interrelated components that complement each other and are a logical broadening and extension of SCAG's on-going regional planning work.

Collectively, the tasks identified in this proposal are intended to provide emission reductions from a variety of sources, with a particular focus on reducing emissions from motor vehicles. To achieve this objective, this proposal emphasizes the integration of planning disciplines (such as transportation, land use and environmental planning) as well as direct collaboration with local governments in the SCAG region. The Regional Economic Strategy (Task #1) forms the foundation for the remaining tasks in this proposal. As such, this component will yield a set of policy recommendations to be considered for inclusion in the region's Sustainable Communities Strategy (SCS). The development of planning tools and visualization techniques (Task #2), will provide stakeholders with the necessary information to make informed land use and transportation planning decisions, particularly related to Transit Priority Project (TPP) areas. SCS Implementation (Task #3) is designed to provide stakeholders with various techniques for planning and implementing TPPs and Sustainable Community Plans in accordance with SB 375. Lastly, education and outreach efforts proposed in Task #4 will provide opportunities for community-based stakeholder collaboration on SB 375 implementation efforts through active public engagement.

This SOW is consistent with the State's Planning Priorities (identified in Government Code Sec. 65041.1), which include: (a) promoting in-fill development and investing in existing communities and (b) protecting, preserving and enhancing environmental and agricultural lands and natural and recreational resources. Additionally this proposal addresses options to reduce, on as permanent a basis as is feasible, greenhouse gas emissions consistent with California's Global Warming Solutions Act of 2006, as well as each of the Program Objectives identified by the Strategic Growth Council.

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

Scope of Work for Sustainable Communities Planning Grant and Incentives Program

PROPOSAL DESCRIPTION

The following Scope of Work represents an integrated, comprehensive approach to addressing the specific tasks that SCAG proposes to undertake with funds awarded from this Grant.

TASK 1: REGIONAL ECONOMIC DEVELOPMENT STRATEGY

Overview

Given the current severe economic challenges for this region, the SCAG Regional Council has directed staff to pursue various activities leading to a comprehensive regional economic growth strategy that includes and encompasses climate change goals. When the economy rebounds, Southern California's economic landscape could change, as certain industries may not return to their prerecession employment levels, while new industries could emerge. Where and how these changes occur will greatly impact the mobility of people and freight, since tourism and international trade rank as the top industries, based on employment, for each of SCAG's six counties. At the same time, the on-going implementation of AB 32 and SB 375 may serve to either aid or hamper regional competitiveness or the prospects of key industry sectors, depending on economic conditions.

The purpose of this task is to engage prominent economists, as well as a broad spectrum of stakeholders, from throughout Southern California in order to identify these possible economic shifts. This will include an evaluation of SCAG's long range transportation planning activities to ensure that they complement Southern California's locally planned growth and economic development patterns and will provide a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development.

SCAG has recently initiated the development of this economic strategy through two interrelated activities, the Southern California Regional Economic Development Strategy (SCREDS) and the Climate and Economic Development Project (CEDP). Together, these activities will provide a framework for communities in this region to use in order to attract and/or retain a variety of businesses and workers, thus, securing its economic future through the development of more stable and diversified communities. Within the context of this economic growth strategy, the development and refinement of transportation policies and programs would promote job creation within transit-oriented development (TOD) and Transit Priority Project (TPP) areas. In addition, strategies would be identified which focus on improving the jobs/housing balance by expanding existing job clusters and adding new job clusters such that transit accessibility is a prime consideration.

The Strategic Growth Council (SGC) Planning Grant will augment on-going activities and will provide direct funding support for unfunded activities included in the CEDP effort, including regional competitiveness analysis, distributional impacts analysis, and a regional emissions inventory. In addition, SGC funds will support development of a synthesis report that combines the recommendations of the SCREDS with the outcomes of the CEDP. To complement SCAG's existing economic growth strategy activities, the following additional activities, supported by SGC funding, are proposed:

- Conduct broad-based bottom up review of SCREDS recommendations through outreach to the subregional Councils of Government (COGs), regional economic organizations, counties, labor groups, environmental organizations, and other key business stakeholders.
- Coordinate detailed and inclusive vetting and review of potential emissions reduction strategies to determine which options would lead to the best outcomes for economic growth and job creation.
- Develop a plan of action, including impediments to growth, suggested projects to implement, objectives and goals set forth in the strategy and performance measures that will be used to evaluate whether and to what extent goals and objectives have been or are being met.

Relationship to Other Proposed Tasks

The development of a Regional Economic Development Strategy is integrally related to Tasks #2, #3 and #4. This task will result in a set of fully vetted and analyzed policy options which will be both applied in regional tools and used in local decision making in subsequent tasks. Specifically, the development of planning tools and visualization techniques (Task #2) provides a framework for making informed land use decisions, including the identification of TPPs and areas designated for new job clusters. This information is critical in the discussion of the jobs/housing balance and its impacts on economic development. Development of sustainable planning practices (Task #3) provides additional background information, which helps support the development of a realistic economic development strategy. Outreach activities (Task #4) would be developed in concert with the outcomes from this task, such that stakeholders can identify and discuss relevant issues pertaining to economic development.

Summary of Deliverables and Timeline

Deliverables for this task include technical analyses and reports associated with the CEDP and a Synthesis report and recommendations. All products are expected to be completed by November 2011.

Performance Indicators and Outcomes Addressed through this Task

Complete Performance Indicators and Outcomes for the project are provided in Appendix J. Briefly, direct outcomes from this task are related to strengthening the economy as indicated by improvements in regional employment, income, and share of economic activity among “green” sectors. SCAG has extensive data and experience in tracking economic indicators including real per capita income, job growth and average wages. Further activities associated with this task will establish quantified goals for this identified set of intended outcomes, along with performance metrics that can be tracked as the process moves forward. While primary goals are related to the economic development, it is expected that improved economic performance will lead to co-benefits such as improved outcomes related to equity, revitalization of urban centers, public health, housing affordability, and other project goals.

Opportunities for Collaboration

The development of a Regional Economic Development Strategy requires collaboration with local and regional entities to ensure that the strategy is vetted at all levels. This task also requires interregional planning and coordination between Metropolitan Planning Organizations (MPOs) in order to address issues that have more widespread implications. Coordination at the MPO level would involve obtaining land use and travel demand assumptions and models for adjoining regions, including job and household formation rates, demographics, assumptions for travel analysis zones at the “edge” of each region, and assumptions for travel demand forecasting including pricing and persons-per-vehicle.

Estimated Costs

SCAG is seeking support from the SGC Planning Grant in the amount of \$400,000 to contribute to this task. The overall project cost of economic development activities associated with this program is \$1,415,723, thus SCAG’s in kind contribution totals \$1,015,723.

TASK 2: PLANNING TOOLS AND VISUALIZATION TECHNIQUES

Overview

Three-dimensional visualization and planning tools are increasingly being used by planning professionals to visualize the impact of urban design projects and proposed land use and zoning changes or envision the results of smart growth strategies. Geographic Information System (GIS) tools help facilitate public participation by providing the visualization of development scenarios. When these tools are combined with planning support tools, the end-user is able to interactively view existing conditions and proposed scenarios. Furthermore, these tools will assist in the preparation of SCAG’s 2012 RTP and SCS.

The objective of this task is to develop integrated planning tools that will not only enable the visualization of policy implementation at the local and region level, but also establish Best Management Practices (BMP) guidelines for developing sustainability planning policies and procedures. This can only be done through enhancement of the sustainability tool, which provides key information regarding the effectiveness of proposed strategies and plans.

Funds from the SCG Grant would provide partial funding for tasks which will enhance and complement work already under development at SCAG. SCAG is committed to completing this task. Thus, resources will be leverage in order to complete this work. The following sub-tasks, described in detail below, provide an integrated approach to the development of planning tools and visualization techniques: Development of GIS Visualization Tools, Update of SCAG's Sustainability Planning Tool through the enhancement of data sets and the creation of Web-Based Clearinghouse of Planning Strategies and Best Management Practices (BMPs).

GIS Visualization Tools

Development of GIS Visualization Tools consists of several interrelated components, which will provide the end-user with the information necessary to make informed land use and transportation planning decisions, such as the identification of TPP areas. The following components will also help engage elected officials and the general public in the SCS planning process.

- Develop a web-based mapping application to visualize existing land use, zoning and general plan information for SCAG's local jurisdictions. This application would also display energy and water consumption, solid waste and recycling information and urban and natural resources and would quantify GHG-related emissions (or reductions) from various activities.
- Integrate GIS technologies to develop an interactive web-based mapping application with which local jurisdictions are able to view, edit, and update parcel-based land use information in order to further enhance the process of local outreach in growth forecast and land use information exchange between SCAG and local jurisdictions.
- Improve SCAG's existing Geoportal application for more efficient sharing of data.
- Develop a web-based dynamic map that visualizes the changes of land use patterns and socio-economic data, which have occurred since 1970.

Sustainability Planning Tool

The Sustainability Tool, which was developed for local jurisdictions in response to SB 375, is a quick response sketch planning tool that can be used to analyze the impact of land use scenarios on vehicle ownership, vehicle miles traveled, mode choice and their associated effects on GHG emissions. SGC funding would be used to update this Sustainability Tool and provide additional resources to the end-user, including the ability to construct various scenarios and compare the effects of different land use configurations with the 2008 base-year scenario. In addition, users would be able to quantify and track GHG emissions which would provide critical information for decision makers when determining the effectiveness of SCS strategies.

These updates will provide an opportunity to develop consistency between regional planning data sets and locally derived policies and plans. To accomplish this, SCAG would work collaboratively with cities and other jurisdictions to obtain the most current land use designations and zoning information. SCAG also proposes to conduct information sharing sessions with local government agencies to encourage collaboration in the development of data sets, which more accurately reflect actual land uses and zoning designations.

Planning Strategies and Best Management Practices Clearinghouse

SCAG proposes to develop a web-based clearinghouse, which would include a comprehensive list of planning strategies, and BMPs that are expected to result in GHG reductions. The use of a menu of

BMPs, as discussed to-date at the State level by the Regional Targets Advisory Committee (RTAC) could potentially be considered as a planning and communications tool within the regional process. The BMP information would be presented in a user-friendly format, which would indicate approximate GHG reductions resulting from the implementation of a particular strategy. The BMP spreadsheet tool could also serve as an initial screening tool to assist decision makers throughout the planning process. This would be accomplished through the completion of the following tasks:

- Coordinating with state and local entities to identify available land uses, transportation policies, and parking and pricing strategies, which could effectively reduce GHG emissions.
- Vetting the information retrieval and compilation process at local and regional levels, in order to develop a more complete database.
- Conducting peer review sessions with local and regional agencies to enhance usability of the proposed BMP database.

Relationship to Other Proposed Tasks

The planning tools and visualization techniques described here are integrally related to the other tasks in this proposal. The development of sustainable planning practices (Task #3) relies on the ability to quantify and track project-related GHG emissions, identify TPP project areas and determine project consistency with the SCS. The completion of this proposed task would also complement Task #1 (Regional Economy Development Strategy), by providing a tool which would identify areas for expanding existing job clusters and/or locating new ones that can be served by transit. As mentioned throughout this proposal, these tasks are iterative in nature, such that each task informs the other tasks, with the development of the Regional Economic Development Strategy being the underlying component.

Summary of Deliverables and Timeline

Deliverables include the development and/or of several GIS visualization tools, update to SCAG's Sustainability Tool and the development of a web-based clearinghouse for BMPs. The form and content of these deliverables will be informed by the other tasks in this proposal, specifically Task #1, the Regional Economic Development Strategy. Since this is an iterative process with various activities occurring concurrently, work on these tasks is expected to last from July 1, 2011 through December 31, 2013.

Performance Indicators and Outcomes Addressed through this Task

Complete Performance Indicators and Outcomes for this task project are provided in Appendix J; however, the following discussion provides an overview of performance measures, objectives and target outcomes pertaining to this task. The effectiveness of the proposed planning and visualization techniques is evaluated based on the development of sustainable land use policies and decisions which, in turn, would lead to improvements in regional mobility, air quality, open space preservation, revitalization of urban centers, public health and water conservation. SCAG has extensive experience detailing and establishing the correlation between efficient land use decision-making and a range of improved outcomes, most notably as indicated in the 2008 Regional Comprehensive Plan (RCP). Successful implementation of this task would be demonstrated by an increased number of local planning decisions which support sustainable development practices, such as walkable communities and transit-oriented developments.

Opportunities for Collaboration

The successful development of three dimensional visualization and planning tools requires on-going collaboration with and review by local, regional and state planning agencies in order to develop data sets which accurately reflect actual land uses and zoning designations. This collaborative effort will involve participation by stakeholders from local and regional jurisdictions in order to develop user-friendly tools, vetted by local and regional decision makers, which will be used by local planning agencies. The MPOs have identified similar tasks in their respective scopes of work; however, the platforms differ in each case.

Ultimately, the overall goal remains the same, which is the development of tools and strategies that will contribute to the creation of a successful RTP and SCS.

Estimated Costs

When awarded \$1 million from the SGC Grant, SCAG proposes to allocate \$100,000 toward the completion of this task. SCAG also proposes an in-kind match of \$75,000. These costs are detailed on the Budget Form, which is included in Appendix L of this proposal.

TASK 3: JURISDICTION AND PROJECT LEVEL SUSTAINABLE COMMUNITIES PLANNING: SCS IMPLEMENTATION

Overview

SCAG has been engaged in sustainable regional and community planning for nearly 10 years. SB 375 calls for the identification of potential Sustainable Communities Projects (SCPs) and TPPs. The purpose of this task is to develop and refine techniques for planning and implementing TPPs and SCPs as created and defined by SB 375. This will be accomplished through implementation of the following:

Statewide Collaboration and Dialogue

The success of the SCS is dependent on its implementation at the local level. Implementation, however, requires coordination, planning and discussion of various approaches and/or strategies at the local, regional and statewide levels. Successful incorporation of SCPs and TPPs into local and regional planning efforts involves developing coordinated approaches and guidance that could also be applied on a statewide basis. Statewide coordination is critical because it offers predictability for the development community in the areas of CEQA practice and risk minimization. This also ensures that decision makers at the state level are advised of local and regional implementation and consistency determination issues, which may require additional policy guidance.

Demonstration Projects within the established Compass Blueprint Program

This comprehensive planning program includes demonstration projects, awards, Tool Box Tuesdays, and website development. Substantial funding from this proposal will be used to augment Compass Blueprint Demonstration Projects, which work directly in partnership with local jurisdictions to develop innovative planning concepts that lead directly to implementation. This work contributes to revitalization of urban centers, and increased supply of affordable housing.

To date, SCAG has completed over 80 Demonstration Projects in partnership with local governments across Southern California. Descriptions and reports from completed projects are available on the Compass Blueprint website at www.compassblueprint.org/toolbox/services. Demonstration Projects are conceived and proposed by local agencies and then submitted to SCAG for review. Once approved, projects are provided with a customized program of consultant and SCAG technical assistance, all paid for and administered by SCAG. Projects emphasize innovative tools and approaches that are beyond the capacities and resources of local governments. Projects must also address regional priorities, meet local needs, and serve as true “demonstrations” to inspire similar efforts around the region. We believe that these projects will provide revitalize urban centers and provide sustainability benefits to cities within SCAG’s regions.

Past examples of successful Demonstration Projects include TOD plans for station areas along new light-rail alignments in Los Angeles and Culver City, downtown revitalization efforts in the rural Imperial Valley cities of El Centro and Holtville, and community visioning projects in the low-income communities of Compton, Florence-Firestone and Lennox.

Receipt of SGC funding will allow, at a minimum, the following Demonstration Projects to move forward:

- Oxnard Downtown East TOD Feasibility Study (Local partner - City of Oxnard): The project will examine the feasibility of redeveloping 150 acres of existing agricultural processing/industrial uses immediately south of the Oxnard Transit Center into a TOD community through a private market initiative with modest City redevelopment incentives. The project area is located within the fully-developed city core where the existing uses pre-date the transit center. Redevelopment will allow new housing and mixed uses downtown adjacent to transit. Work will focus on the financial feasibility of relocation and redevelopment, as well as quantification of any funding gaps and incentives that may be necessary to enable the overall project.

Deliverables for this project will include reports identifying opportunities and constraints, conceptual land use and infrastructure plans, and an implementation program for the TOD area. In addition, SCAG proposes to include options for private and public financing necessary to relocate existing agricultural processors.

- Governing and Financing the Arrow Highway Corridor (Local partners include the Cities of Irwindale, Baldwin Park, Covina, Azusa, Glendora; Los Angeles County; San Gabriel Valley Council of Governments): This project will outline a governance strategy for a potential multi-jurisdictional Joint Powers Authority (JPA) and financing options for both JPA operations and future projects along the eight mile Arrow Highway corridor through the cities of Irwindale, Baldwin Park, Covina, Azusa, Glendora; and unincorporated areas of Los Angeles County. The effort will also produce a dynamic financing database model that will evaluate how changes in the land uses and development codes of different sections along the corridor can potentially affect financial viability and municipal revenue generation potential of prototype projects, which is a novel approach to key project decision making. Furthermore, this type of project will encourage Smart Growth principles through the increase of transit trips between adjacent jurisdictions, greater walkability and a resultant reduction in GHG emission.

Arrow Highway is one of hundreds of arterial boulevards in Southern California, many of which are underutilized and plagued by poor, uncoordinated planning as they pass through multiple cities or form the borders between cities. Corridors such as this one represent key opportunities for developing compact growth in the region. It is anticipated that implementation of the SCS will require extensive multi-jurisdictional planning for sustainable infill and redevelopment along corridors similar to Arrow Highway.

Deliverables for this project will include a project report focusing on analysis of options and recommendations for multi-jurisdictional governance of the corridor and a financing model capable of evaluating the fiscal viability and impacts of various development scenarios and development code options.

The development of the above-referenced Demonstration Projects will also produce several additional deliverables, which are identified below:

- ***Implementation of Model Ordinances***

In order to reduce GHG emissions associated with automobile usage, SCAG proposes to evaluate and implement model ordinances pertaining to traffic mitigation and parking. To do so, SCAG proposes to research and evaluate traffic mitigation measures which would be applicable for TPPs, utilizing existing information, where applicable. This process would be vetted by local, regional and state agencies in order to establish consistency throughout the region. As TPP area buildout occurs, appropriate mitigation

measures would be implemented on a project-by-project basis in order to comply with the requirements of SB 375.

- ***TPP/SCP Guidance***

As the region implements SB 375 and develops Sustainable Communities Projects (SCPs), various projects could serve as case studies and provide information as to what is feasible and desirable as the region adapts its planning practice to new realities. Statewide collaboration and guidance will be sought, in order to develop a consistent approach to TPP/SCP guidance. This task will directly inform SCS development and preparation of the 2012 RTP. SB 375 calls for the identification of potential SCPs and TPPs. Demonstration Project experience will help define and identify these projects and, in some cases, could actually provide for early-stage planning on the SCPs and TPPs themselves.

- ***Preparation of Developer Checklist***

The preparation of a “Checklist for Developers” would be developed as a user-friendly tool which addresses frequently asked questions about project consistency and the process used in identification of TPP areas. Combined with Demonstration Project case studies of “real world” examples, this would provide a convenient reference for developers seeking to determine project consistency with the SCS and would also assist in the identification of TPP areas. This checklist would be developed in coordination with state, regional, local, public and private stakeholders in order to ensure that the resultant product is vetted by all stakeholders.

Summary of Deliverables and Timeline

It is estimated that the three Demonstration Projects identified above could be completed with this funding during the three-year period of this grant (January 1, 2011 through December 31, 2013). This would include applicable information pertaining to model ordinances, TPP/SCP guidance and the “Checklist for Developers”.

Relationship to Other Proposed Tasks

The various subtasks proposed here are integrally related to the development of the Regional Economic Development Strategy (Task #1), which has as a core goal, the ability of local communities in SCAG’s region to attract and/or retain a variety of businesses, and workers that will secure its economic future. Task #2, which focuses on the development of planning tools and visualization techniques, provides key information for project evaluation, which in turn, informs the various tasks described here. Properly used, the strategies outlined in this task provide a framework for making informed land use decisions, which can be incorporated into strategies for the SCS. Ultimately, effective land use decisions would aid in the identification of TPPs and for identifying areas, which could be expanded to incorporate new job clusters.

Performance Indicators and Outcomes Addressed through this Task

Collectively, Demonstration Projects provide a considerable array of benefits related to improving mobility, livability, prosperity and sustainability, from the intersection to the global level. Projects funded through this grant will have a particular focus on sustainability outcomes and assisting communities interested in accessing the CEQA streamlining provisions included in SB 375.

A detailed discussion of Performance Indicators and Outcomes for the project is provided in Appendix J. Demonstration Projects are essentially case studies and cannot be expected, on their own, to fundamentally reshape the region or have a drastic impact on region-wide metrics. At the local level, however, benefits are expected in the following areas: infill and compact development, revitalization of urban and community centers, reduction of automobile usage and fuel consumption, energy efficiency and conservation, equity, public health, economy, natural resources and agricultural lands, air and water quality, housing affordability, and infrastructure improvement. Taken collectively, Demonstration Projects are intended to lead improved planning practice throughout the region and as, such, lead to improved performance across the full range of program objectives.

Opportunities for Collaboration

Reducing GHG emissions in the SCAG region will require extensive collaboration among many partners, including subregions, CTCs, Air Districts, Counties, Cities, and other stakeholders. Flexibility, rather than formal arrangements is encouraged. This planning process should be viewed in terms of a series of iterative discussions between SCAG, its subregions, counties, cities, and CTCs, with the collective goal of identifying GHG reduction strategies.

Each Compass Blueprint Demonstration Project represents a collaborative effort from local and regional planning agencies, and community stakeholders and residents. In addition, each Demonstration Project includes a stakeholder participation component and most involve the private sector to ensure real-world market feasibility of the solutions proposed.

Estimated Costs

When awarded \$1 million from the SGC Grant, SCAG proposes to allocate \$450,000 of this amount toward the completion of this task. SCAG also proposes an in-kind match of \$225,000 for this task. These costs are detailed on the Budget Form, which is included as Appendix L of this proposal.

TASK 4: OUTREACH FOR SUSTAINABLE COMMUNITIES STRATEGY (SCS) DEVELOPMENT

Overview

As an MPO, SCAG is responsible for preparing and utilizing a Public Participation Plan (PPP) which is developed in consultation with all interested parties and provides reasonable opportunities for interested parties to comment on the content of SCAG's proposed RTP and the SCS (which is part of the RTP). As part of on-going community outreach efforts, SCAG has developed a PPP which serves as a guide for the public involvement process. Additionally, the PPP supports the continuing, comprehensive and coordinated planning process among the stakeholders to ensure that there is ongoing opportunity for broad-based participation in the development and review of regional plans and programs. Lastly, goals have been established for the PPP which focus on open and transparent participation process, accessibility to key decisions in the regional transportation planning process, dissemination of clear, concise and timely information to all interested parties, providing timely response to issues and concerns raised by the public and outreach to communities that have historically been underrepresented or underserved.

Community outreach is a critical component in the successful implementation of SB 375 and the development of an SCS. Pursuant to SB 375, SCAG is mandated to conduct a minimum of twelve (12) workshops for local elected officials (two workshops in each county) and eighteen (18) public workshops (three workshops per county). Workshops will be held in the counties of Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura. In order to maximize participation, SCAG will also conduct three (3) public hearings on the development of the SCS and the Alternative Planning Strategy (APS), if one is prepared, in different parts of the region.

Expanded Outreach

Receipt of SGC funding will allow SCAG to develop a more comprehensive outreach program, which will exceed the requirements of SB 375. This expanded effort will further enhance SCAG's public outreach efforts and will assist in reaching more diverse stakeholder groups, addressing issues and strategy options with more depth and customizing outreach programs for individual communities, as needed.

These proposed workshops will support local and regional SB 375 implementation efforts, while at the same time supporting the goals established as part of SCAG's Public Participation Plan. Expanded public outreach will focus on the following components:

1. Identifying local and regional stakeholders interested in innovative land use and transportation strategies that would support the SCS, including congestion management agencies, transportation agencies, transportation commissions, cities and counties. This will include the identification of environmental justice and public health communities.
2. Conducting workshops throughout SCAG's six-county region to educate the public about the SB 375 implementation process. These workshops would include specialized outreach programs to socially and economically disadvantaged communities.

SCAG proposes to conduct multiple workshops for all levels of stakeholders in local jurisdictions and subregions. Content of these workshops would be informed by the outcomes of the Economic Development Strategy (Task #1), the development of planning tools and visualization techniques (Task #2) and the SCS/Compass Blueprint work identified in Task #3. This iterative process, where outcomes from one task inform another task, reinforces the linkage among the tasks in this Scope of Work. Throughout the process, as each task progresses, the focus of these outreach activities may shift in order to accurately reflect the outcomes of these various tasks.

Enhanced outreach strategies will provide a framework for greater collaboration between SCAG and other local and regional agencies, and is consistent with the overall approach agreed upon by the four major MPOs. A primary focus of this expanded outreach effort is to educate stakeholders on the variety of land use and transportation options available for consideration in the development of the SCS. This would include providing information pertaining to determining project consistency with the SCS and identification of transit priority projects (TPPs). In addition, public workshops provide a forum for participants to provide feedback and to be able to participate in the decision-making process related to the creation of an SCS and the RTP.

Additionally, the outreach activities at the stakeholder level will work toward consensus on locally preferred options that maximize GHG reductions for the region. To that end, SCAG will structure county and regional outreach teams comprised of elected officials, key stakeholders and policy experts. The role of these outreach teams will be to work with subregions, cities, counties and stakeholders to provide education and promote dialogue as these strategies develop.

Environmental Justice and Public Health Outreach

To further enhance these efforts, outreach programs will be tailored to the individual community or region such that issues specific to that area will be identified and discussed. The focus of these outreach efforts would in large part be determined through an iterative process which would take into account outcomes from Tasks #1, #2, and #3, in an effort to develop effective and meaningful workshops. Outreach activities would also target environmental justice communities, and would be conducted in socially and economically disadvantaged regions. Specific discussion of issues of displacement, gentrification and other unintended socio-economic impacts resulting from new development patterns would be addressed. Specialized material addressing the unique needs of underserved and underrepresented communities would be developed.

SCAG has ongoing efforts to ensure that disproportionate adverse impacts from its plans and programs are not created for low income and minority communities. In previous planning cycles, SCAG has solicited input on its environmental justice analysis methodology and responded to environmental justice stakeholder concerns regarding transportation noise impacts (including aviation, highway and rail) and park accessibility by adjusting the analyses to address these concerns.

Public health outreach efforts would focus on the health benefits associated with the development of sustainable communities. This would include discussions on the value of developing walkable communities and the health benefits associated with lifestyles changes associated with living in these types of communities. By design, pedestrian-friendly, walkable communities are those, which encourage increased exercise and healthy living habits and aid in disease prevention. Communities, which are not solely reliant upon automobile travel, encourage people to be outdoors, enjoying natural resources and other amenities. As such, the development of transit-oriented, pedestrian friendly communities reduces automobile dependence, thus providing air quality benefits, including the reduction of GHGs.

Relationship to Other Proposed Tasks

The public workshops and community outreach programs proposed here are integral parts of this proposal. As such, this effort is a compilation of outcomes from Tasks 1, #2 and #3. The development of an Economic Development Strategy (Task #1) provides various outcomes which would be used to inform the public outreach process. Information about real world issues affecting job creation and growth, wage earnings and jobs/housing balance, all of which are outcomes from the Economic Development Strategy, would be addressed during the public outreach process. Similarly, the use of computer-based planning tools and visualization techniques (Task #2) is most effectively demonstrated in a workshop setting, where participants can see firsthand the various features being developed. Outreach is particularly important for Task #3, since this task focuses on providing a framework to facilitate the implementation of sustainable community planning practices in compliance with SB 375 and requires coordination with various stakeholders.

Summary of Deliverables and Timeline

At least thirty-three (33) workshops and public hearings for elected officials, stakeholders and environmental justice and public health communities will be conducted. Given the nature of these outreach activities, some workshops have already been held and it is expected that outreach efforts will continue throughout the duration of the project (ending December 31, 2013).

Performance Indicators and Outcomes Addressed through this Task

Complete Performance Indicators and Outcomes for this task are provided in Appendix J. Following is a summary of information contained in that appendix.

A broader range of outreach activities and forums will allow SCAG to address and improve performance objectives across the board. In particular, by extending the reach of outreach activities to broader audiences, the resultant plans and policies will reflect a greater degree of regional consensus, and will thus be more readily implemented. As such, improved performance for water conservation, improvements to air and water quality, housing affordability, public health, energy efficiency and conservation, infill development, revitalization of urban and community centers, protection of natural resources and agricultural lands, promotion of public health and improvement of infrastructure systems can be expected.

The success of an outreach program depends on establishing a clear definition of each target audience, determining desired outcomes for each audience, and ensuring that tools are in place to capture both quantitative data (i.e., the number of workshop attendees) and qualitative data (participants perception of the value and experience of the program components). Indicators such as increased stakeholder participation from low income, minorities, affordable housing and environmental justice communities demonstrate the effectiveness of outreach activities. Results of outreach activities would also inform policy and plan development, particularly as it relates to RTP and SCS development SCAG will develop data and information to demonstrate the linkage between outreach efforts and plan and policy implementation.

Estimated Costs

If awarded \$1 million from the SGC Grant, SCAG proposes to allocate a total of \$50,000 toward the completion of this task. SCAG also proposes an in kind match of \$100,000. These costs are detailed on the Budget Form, which is included as an Appendix L of this proposal.

ORGANIZATIONAL CAPACITY

SCAG is the largest MPO in the country with a planning area that encompasses 190 jurisdictions, six county transportation commissions, and five air basins. Over the past decade, various factors have caused SCAG, as an agency, to take a more expansive and integrated approach toward its planning activities, relative to historic core functions of transportation and air quality. These factors include: continued reduction of funding for transportation infrastructure from the federal and state government resulting in a reduced ability to improve mobility through traditional building-intensive approaches, increasingly challenging goals for air quality conformity and increasing difficulty in achieving regional consensus on growth related issues. The combination of these and other factors has compelled SCAG to seek more creative solutions to regional challenges, to more directly confront issues related to regional growth and resources, and to develop planning approaches that integrate land use, transportation, and environmental disciplines.

The centerpiece of SCAG's more recent efforts is the Compass Blueprint program, which includes:

- Adoption of Compass Blueprint, including consensus regional growth principles in 2004,
- Development of policy based regional growth forecast distributions, seeking to address jobs/housing balance, transit access, and in-fill,
- Compass Blueprint demonstration projects in partnership with over 80 jurisdictions,
- Suite of technical assistance for local planners, including the popular "Toolbox Tuesday" program.

Other efforts have included the development and approval of a Regional Comprehensive Plan (RCP) in 2008. This plan includes quantifiable performance outcomes and actions plans for a full range of resource issues including: water conservation and improved water quality, increased affordable housing, revitalization of urban centers, energy conservation, open space and habitat conservation, among others. The 2008 RCP focused on strategies achieving multiple benefits across a range of desired outcomes, including a preliminary identification of strategies that would address GHGs.

As SCAG prepares to develop and adopt an RTP/SCS in 2012, these efforts toward more comprehensive and integrated planning approaches will come full circle. The SCS will require working closely with local jurisdictions to define an appropriate and desirable vision for the future. The SCS requirement directly adds GHG as a performance measure for regional transportation planning. However, only strategies that also address energy, water, food security, equity and other concerns will be feasible over the long term.

Funding support from this request will most directly contribute to consensus on growth distribution and urban form and design issues. Development of consensus on those issues is considered a critical building block to a larger strategy.

Partnerships

SCAG has collaborated with the major California MPOs to jointly identify four major focus areas which, when completed, would address several issues which present challenges to the local and regional implementation of SB 375. To this end, the MPOs are partners in this effort. In addition, SCAG endeavors to work collaboratively with cities and other entities within the region. Opportunities for collaboration are identified under each of the four tasks and letters of intent to participate are included as an attachment to this proposal.

Schedule and Budget Tracking

SCAG proposes a strategic management process designed to keep all tasks on schedule and within budget. Strategic management is a process, which aligns resources and time with the overall vision for the project. Concurrently, performance status is monitored and any agreed upon changes to goals and objectives are coordinated into action items. Successful implementation of this process is dependent on communication between team members regarding status of tasks and deliverables, deadlines, and continuous performance, ensuring accountability and keeping project goals and objectives in sight.

To successfully implement a strategic management process, clearly defined goals and objectives must be vetted by all team members. To facilitate the task and budget management process, SCAG proposes the following approach:

One Time Tasks

- Develop a “roadmap” of tasks, goals and objectives, deliverables, budget details, etc.
- Establish an implementation schedule, including assignments, due dates, meeting schedules, etc.
- Conduct a project “kick-off” meeting for all team players to ensure consensus on key issues
- Establish a schedule for monthly team meetings
- Develop a “Scorecard” for tracking performance measures and tasks against established milestones

Quarterly Tasks

- Review goals and objectives and assess relevance
- Edit or add/delete goals and objectives and add action items, if necessary
- Review budget and costs from previous quarter and adjust upcoming quarter projections, if necessary
- Report progress to SCAG’s Regional Council and/or other committees

Monthly

- Review implementation strategies
- Update progress on goals and objectives
- Hold monthly team meetings to discuss action items and goals and objectives
- Update goals and objectives after monthly meeting, if necessary

Weekly

- Conduct progress reviews and communicate results to team members

This type of management process provides the framework for keeping this project on schedule and within budget. The continuous feedback and communication mechanism built into this process ensures accountability of all team members and provides opportunities to revise the process as necessary.

Contingencies

Successful implementation of a strategic management process for project implementation would help ensure that cost overruns do not occur. In the event that this project does go over budget, the Project Manager would notify SCAG’s Chief Financial Officer (CFO) of this occurrence. Upon approval of the CFO, cost overruns would be covered from administrative funds. In addition, task and budget projections would be revised appropriately and diligent efforts would be made to address any shortfalls such that cost overruns would not continue.